

## CMO Advisor Helps Streamline Demand Process & GTM Strategy for Data Integrity Leader Transforming Rapidly Under Private Equity Ownership

### Executive Summary

Precisely Chief Marketing Officer (CMO), Kevin Ruane, realized significant benefits with DemandRevenue that included optimizing the company's demand creation engine and simplifying its GTM strategy, which helped to meet growth objectives and enhance the value of the Marketing organization. Ruane believes that leaders who lack experienced, external advisors are doing themselves and their organizations a disservice, given that Marketing Coaches & CMO Advisors can provide valuable thinking and approaches to solving key business challenges to drive tangible results.



Kevin Ruane  
Chief Marketing Officer  
Precisely

### The Situation

Precisely has a history of generating exceptional growth through organic and inorganic initiatives. The company has acquired and integrated numerous companies through vigorous M&A activities. An acquisition by two private-equity firms in 2021 brought about the next phase of aggressive M&A expansion strategy, which involved efficiently integrating newly acquired companies. "In order to achieve rapid transformation in our business, we must move aggressively through M&A activity and integration, so that we can focus on driving more value for our customers and unlocking more cross-sell opportunities across our leading data integrity portfolio," said Ruane.

Given the accelerated pace of change, Ruane and his team must identify areas of need, so they can make smart investments and understand the implications for those investments. The quicker they integrate and collaborate, the quicker the company can grow and offer valuable solutions to its customers.

### The CMO

Kevin Ruane, Precisely's CMO, leads teams responsible for product marketing, corporate marketing, web & brand, demand generation, marketing operations, sales enablement, and channel marketing.

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#### About Precisely

Based in Burlington, MA, Precisely is the global leader in data integrity, providing accuracy, consistency, and context in data for 12,000 customers in more than 100 countries, including 99 of the Fortune 100. With a unique combination of software, data enrichment products and strategic services, Precisely powers better business decisions through trusted data across industries including financial services, insurance, telco, property tech and government sectors.

## The Value of a Marketing Coach and CMO Advisor

Given the demands for quick results across many focus areas, Ruane recognized that a Marketing Coach and CMO Advisor with their outside perspective could provide helpful advice and counsel to him, his team, and key stakeholders. More importantly, Ruane believed that a CMO Advisor allowed him to evolve Precisely's marketing function and organization design. Furthermore, it helped create space for Ruane to make his role as CMO—and the Marketing department—more strategic and vital to the organization.

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“I view a CMO Advisor as a strategic investment in our business,” notes Ruane. “The right one will be an expert external voice that provides market perspective, insights into best practices, and most importantly, the hard truth when you need to hear it. Such a resource can be thoughtful and help you improve cross-functional connections—they help to point out blind spots and address them accordingly. If you are not finding outside advisors to help you, then you are doing yourself and the teams you manage a disservice.”

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**Ruane identified two urgent areas to address to ensure Precisely's long-term success:**

**Marketing and sales alignment:**

Improving the demand process performance between marketing and the sales's Business Development Representatives (BDR) group by aligning and clearly articulating roles and responsibilities, process steps, and service level agreements for lead follow-ups and management.

**Product-to-Audience Transformation:**

Evolving Precisely's go to market strategy from a “product/feature sales process” to one of strategic value to key customer segments and a “partnership” sales approach.

## CHALLENGE 1

### Alignment with Sales's BDR Group To Improve Lead Management Efficiency

Existing inefficiencies in the demand and lead management process over time led to miscommunication, resulting in leads not properly moving through the process of qualifying and following leads through the sales funnel. It was creating friction, and inefficiencies in closing sales.



#### The Solution

**DemandRevenue performed a demand process assessment, which found the need for clarity of definitions, a service level agreement between marketing and sales, and a renewed commitment to improving performance.**

DemandRevenue founder Alan Gonsenhauser began by listening to all parties about the challenges and frustrations in order to discover root causes. Through this exercise, Alan worked with all parties to develop definitions about what a "hot lead" was, for example. This included creating lead scoring definitions and mapping out a process of what must happen to a lead once qualified. With such scoring, everyone had a common understanding of lead definitions, what its level of priority was, and where it went next in the process. Finally, he created a closed feedback loop to help to improve the process over time.

"Alan brought extensive credibility to the process and worked to ensure everyone involved felt heard. He found common areas where people had mutual interest and created a solution that everyone was comfortable with and could integrate without significant disruptions," said Ruane. As a result, leads are followed up more quickly than before, and BDR and marketing collaborate with less friction and more efficiency.

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## CHALLENGE 2

### Implementing New Go-To-Market Approach – From Transactional to Value-based Sales and Marketing Approach

For the company to continue its ambitious aggressive growth over the long term, Precisely needed to move away from a “product-feature-benefit” sales approach and migrate to one where Precisely creates more long-term value for its customers. “The former GTM model siloed product groups and departments,” notes Ruane. “We had to simplify our process and create more cross-functional collaboration around major customer pain points and needs. We were selling product features across 16 areas, which was untenable.”



#### The Solution

**Working with Alan, Precisely streamlined the GTM focus from 16 tactical areas to three strategic growth plays surrounded by integrated campaigns that operate across Precisely’s key horizontal and vertical markets.** This work involved repositioning product marketing into a strategic function since they possessed the best subject matter experts and knowledge. Alan worked with Ruane to reimagine the product marketing function and incorporate them within the new approach.

“I presented the new approach to our executive team, and we rolled it out at our annual sales meeting at the start of 2022,” notes Ruane. “We have used these efforts to put our customers and the value we deliver to them front and center. This has helped shorten sales cycles and has resulted in more strategic, long-term customer engagements. On top of that, we are collaborating with other departments in a more effective and strategic manner. Our approach is now less reactive and more proactive, and this has helped change the culture of the company and has made people feel more part of the process. I am confident this will have a real impact in achieving our organic growth objectives in the coming years.”

#### The Impact: Strategic Focus, Better Insight, Better Leadership

Ruane notes that having DemandRevenue as a Marketing Coach and CMO Advisor has helped him evolve in his role. “Alan has helped me make my role more strategic with senior leadership,” notes Ruane. “Now that we are better aligned cross-functionally, we can focus on strategic initiatives and worry less about what’s not working tactically. Alan helped me focus strategically, and it also inspired others in leadership roles to up their game.”

## About DemandRevenue

DemandRevenue accelerates private equity and venture portfolio company ROI by providing Fractional CMO, Interim CMO, CMO Coach, CMO Executive Advisor, and a host of strategic marketing services during critical phases of company transitions at B2B SaaS and Systems, health IT, medical device, digital health, and technology and software firms.

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